TRAINING ANNOUNCEMENT

NASHVILLE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT &

EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

3 T'S OF COMMUNICATION–TOOLS, TECHNIQUES & TIPS

January 18, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4128–0038
Register By: 1/1/05	Cancellation Deadline: 1/10/05
Selection Verification Date: 1/4/05	Cost: $85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that "sending" a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is "right"? Which is "best"? How will you know which to use and how best to use it?

The 3 T's of Communication is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

3 T'S OF COMMUNICATION–TOOLS, TECHNIQUES & TIPS

February 3, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4128–0039
Register By: 1/14/05	Cancellation Deadline: 1/25/05
Selection Verification Date: 1/20/05	Cost: $85.00

3 T'S OF COMMUNICATION–TOOLS, TECHNIQUES & TIPS

March 17, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4128–0040
Register By: 2/28/05	Cancellation Deadline: 3/5/05
Selection Verification Date: 3/3/05	Cost: $85.00

3 T'S OF COMMUNICATION–TOOLS, TECHNIQUES & TIPS

April 21, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4128–0041
Register By: 4/4/05	Cancellation Deadline: 4/12/05
Selection Verification Date: 4/7/05	Cost: $85.00

ADVANCED LIFESTYLE PLANNING

January 31, 2005	8:30–4:00
Audience:	Vested Employees
Course Number:	4116–0150
Register By: 1/14/05	Cancellation Deadline: 1/25/05
Selection Verification Date: 1/17/05	Cost: $89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

ADVANCED LIFESTYLE PLANNING

February 14, 2005	8:30–4:00
Audience:	Vested Employees
Course Number:	4116–0152
Register By: 1/28/05	Cancellation Deadline: 2/8/05
Selection Verification Date: 1/31/05	Cost: $89.00

ADVANCED LIFESTYLE PLANNING

March 14, 2005	8:30–4:00
Audience:	Vested Employees
Course Number:	4116–0153
Register By: 2/25/05	Cancellation Deadline: 3/8/05
Selection Verification Date: 2/28/05	Cost: $89.00

ADVANCED LIFESTYLE PLANNING

April 18, 2005	8:30–4:00
Audience:	Vested Employees
Course Number:	4116–0154
Register By: 4/1/05	Cancellation Deadline: 4/12/05
Selection Verification Date: 4/4/05	Cost: $89.00

BEGINNING LIFESTYLE PLANNING

January 21, 2005	8:30–4:00
Audience:	Employees new to the workforce
Course Number:	4115–0103
Register By: 1/4/05	Cancellation Deadline: 1/13/05
Selection Verification Date: 1/7/05	Cost: $89.00

This course is designed for employees new to the workforce or who are just starting out. This course will provide the knowledge needed to identify personal & financial goals and to construct a personalized action plan to begin the process of achieving those goals.

BEGINNING LIFESTYLE PLANNING

March 21, 2005	8:30–4:00
Audience:	Employees new to the workforce
Course Number:	4115–0104
Register By: 3/4/05	Cancellation Deadline: 3/15/05
Selection Verification Date: 3/7/05	Cost: $89.00

BRIDGES

March 8, 2005	8:30–4:00
Audience:	Managers
Course Number:	3059–0073
Register By: 2/19/05	Cancellation Deadline: 2/28/05
Selection Verification Date: 2/22/05	Cost: $90.00

This program is designed to increase awareness and sensitivity to cultural, racial, ethnic and gender differences, and facilitates the exploration and practice of skills for managing diversity.

CHOICES

February 10, 2005   8:30–4:00
Audience: Supervisory
Course Number: 2018–0303
Register By: 1/24/05   Cancellation Deadline: 2/1/05
Selection Verification Date: 1/27/05   Cost: $95.00

This course shows how an organization can reduce or eliminate EEO complaints and charges, increase manager sensitivity to subtle forms of discrimination, meet affirmative action and EEO guidelines, boost morale, maintain a better public image, and retain its best employees.

COACHING FOR MANAGERS

January 25-26, 2005   8:30–4:00 each day
Audience: Managers
Course Number: 3069–0331
Register By: 1/8/05   Cancellation Deadline: 1/17/05
Selection Verification Date: 1/11/05   Cost: $0.00

Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

COACHING FOR MANAGERS

March 15-16, 2005   8:30–4:00 each day
Audience: Managers
Course Number: 3069–0333
Register By: 2/26/05   Cancellation Deadline: 3/7/05
Selection Verification Date: 3/1/05   Cost: $0.00

CUSTOMER SERVICE: IN GOVERNMENT!

February 10, 2005   8:30–4:00
Audience: Any Employee
Course Number: 1037-0005
Register By: 1/24/05   Cancellation Deadline: 2/1/05
Selection Verification Date: 1/27/05   Cost: $95.00

This workshop will provide helpful insights into working with customers in a government environment and to accomplish the following objectives:

- Identify job, service, and customer knowledge needed to perform their work.
- Recognize service issues from the customer's point of view & list the top seven "service killers."
- Identify factors that influence customer satisfaction and dissatisfaction.
- Discuss elements of appropriate communication used with a customer.
- Identify "moments of truth" in service of customers in the participant's business area and assess service areas needing improvement.
- Apply the "four steps of service" to exceed customer expectations.

CUSTOMER SERVICE: IN GOVERNMENT!

March 8, 2005   8:30–4:00
Audience: Any Employee
Course Number: 1037-0006
Register By: 2/19/05   Cancellation Deadline: 2/28/05
Selection Verification Date: 2/22/05   Cost: $95.00

CUSTOMER SERVICE: IN GOVERNMENT!

April 21, 2005   8:30–4:00
Audience: Any Employee
Course Number: 1037-0007
Register By: 4/4/05   Cancellation Deadline: 4/12/05
Selection Verification Date: 4/7/05   Cost: $95.00

DEALING WITH DIFFICULT PEOPLE

January 21, 2005   8:30–4:00
Audience: Non-Supervisory
Course Number: 1023–0326
Register By: 1/4/05   Cancellation Deadline: 1/13/05
Selection Verification Date: 1/7/05   Cost: $89.00

Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

DEALING WITH DIFFICULT PEOPLE

March 30, 2005   8:30–4:00
Audience: Non-Supervisory
Course Number: 1023–0329
Register By: 3/10/05   Cancellation Deadline: 3/22/05
Selection Verification Date: 3/16/05   Cost: $89.00

DEALING WITH DIFFICULT PEOPLE

April 25, 2005   8:30–4:00
Audience: Non-Supervisory
Course Number: 1023–0330
Register By: 4/8/05   Cancellation Deadline: 4/19/05
Selection Verification Date: 4/11/05   Cost: $89.00

DIVERSITY: THE WINNING BALANCE

January 24, 2005   8:30–4:00
Audience: Any Employee
Course Number: 5001–0182
Register By: 1/7/05   Cancellation Deadline: 1/18/05
Selection Verification Date: 1/10/05   Cost: $85.00

This course will help all employees explore their personal attitudes towards differences, and how these attitudes affect their interaction with others. Five dramatic segments explore the topic of diversity–on a very personal level.

DIVERSITY: THE WINNING BALANCE

April 5, 2005   8:30–4:00
Audience: Any Employee
Course Number: 5001–0183
Register By: 3/19/05   Cancellation Deadline: 3/28/05
Selection Verification Date: 3/22/05   Cost: $85.00

EFFECTIVE TRAINING TECHNIQUES
January 31, 2005   8:30–4:00
Audience: Anyone who trains in a formal setting
Course Number: 4110–0097
Register By: 1/14/05   Cancellation Deadline: 1/25/05
Selection Verification Date: 1/17/05   Cost: $95.00
A trainer has a most challenging and rewarding job. The rewards come when your help and guidance enables a learner to do something better. The challenge lies in making it happen! Of course, a trainer cannot make someone learn. Successful training requires more than just standing in front of the group and telling them what they should know. This workshop will provide the knowledge and skills required to facilitate learning in a classroom environment.

EFFECTIVE TRAINING TECHNIQUES
February 11, 2005   8:30–4:00
Audience: Anyone who trains in a formal setting
Course Number: 4110–0099
Register By: 1/25/05   Cancellation Deadline: 2/3/05
Selection Verification Date: 1/28/05   Cost: $95.00

EFFECTIVE TRAINING TECHNIQUES
March 10, 2005   8:30–4:00
Audience: Anyone who trains in a formal setting
Course Number: 4110–0100
Register By: 2/21/05   Cancellation Deadline: 3/1/05
Selection Verification Date: 2/24/05   Cost: $95.00

ENGLISH REVIEW PART I
February 7-11, 2005   8:30–12:30 each day
Audience: Any Employee
Course Number: 1003–0151
Register By: 1/21/05   Cancellation Deadline: 2/1/05
Selection Verification Date: 1/24/05   Cost: $265.00
With advancing technology, employees are assuming more responsibility for grammatically correct business correspondence. This course will prepare the employee for today's business world.

ENGLISH REVIEW, PART II
January 24-28, 2005   8:30–12:30 each day
Audience: Any Employee
Course Number: 1015–0099
Register By: 1/7/05   Cancellation Deadline: 1/18/05
Selection Verification Date: 1/10/05   Cost: $265.00
Building on the material covered in English Review Part I, participants in this program will have the opportunity to improve their ability to construct easily understood and grammatically correct sentences with proper spelling and punctuation.

ENGLISH REVIEW, PART II
April 4-8, 2005   8:30–12:30 each day
Audience: Any Employee
Course Number: 1015–0100
Register By: 3/18/05   Cancellation Deadline: 3/29/05
Selection Verification Date: 3/21/05   Cost: $265.00

FILING SYSTEMS AND MANAGEMENT
January 12-14, 2005   8:30–4:00 each day
Audience: Anyone desiring to understand
                                        basic principles of filing
Course Number: 1034–0039
Register By: 12/23/04   Cancellation Deadline: 1/4/05
Selection Verification Date: 12/29/04   Cost: $265.00
This course offers an opportunity to learn basic principles and procedures of files and file systems. Participants will learn several methods of storing and retrieving files, and how to create an appropriate filing system for their office.

FILING SYSTEMS AND MANAGEMENT
March 21-23, 2005   8:30–4:00 each day
Audience: Anyone desiring to understand
                                        basic principles of filing
Course Number: 1034–0040
Register By: 3/4/05   Cancellation Deadline: 3/15/05
Selection Verification Date: 3/7/05   Cost: $265.00

INTERVIEWING TECHNIQUES
January 18-19, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 3027–0170
Register By: 1/1/05   Cancellation Deadline: 1/10/05
Selection Verification Date: 1/4/05   Cost: $150.00
One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

INTERVIEWING TECHNIQUES
February 10-11, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 3027–0171
Register By: 1/24/05   Cancellation Deadline: 2/1/05
Selection Verification Date: 1/27/05   Cost: $150.00

INTERVIEWING TECHNIQUES
April 19-20, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 3027–0172
Register By: 4/2/05   Cancellation Deadline: 4/11/05
Selection Verification Date: 4/5/05   Cost: $150.00

MAKING EFFECTIVE PRESENTATIONS
March 3-4, 2005   3rd (8:30–12:30), 4th (8:30–4:00)
Audience: Anyone making formal presentations
Course Number: 4102–0124
Register By: 2/14/05   Cancellation Deadline: 2/22/05
Selection Verification Date: 2/17/05   Cost: $125.00
It is normal to be uncomfortable about speaking in front of a group of people. *Making Effective Presentations* provides ways to increase the ability to express ideas so that the speaker gains audience understanding and support. This course provides an opportunity to learn key steps and useful tips in preparing for and giving effective presentations.

MANAGING PERFORMANCE$_2$

January 6-7, 2005   8:30–4:00 each day
Audience: Supervisors
Course Number: 2039-0002
Register By: 12/20/04   Cancellation Deadline: 12/28/04
Selection Verification Date: 12/23/04   Cost: $0.00

Managing Performance$_2$ is a two-day workshop that will provide supervisors and managers with the knowledge and skills necessary to effectively manage the performance of the employees who report to them. At the end of the workshop participants will be able to:

- Define performance.
- Identify the reasons why performance is important.
- Review the basic principles of motivation.
- Recognize the leader's role in fostering a positive work environment.
- Recognize the different opportunities for improving employee performance.
- Identify the steps for performance counseling.
- Use the performance counseling worksheet to prepare for and conduct a performance counseling discussion.
- Learn the basic principles for providing effective feedback.
- Identify ways to reinforce effective performance.
- Develop an action plan to apply the knowledge and skills learned.

Managing Performance$_2$ (MP$_2$) replaces Managing Performance in the LDI Phase I. Its content is designed to parallel that of Managing Performance, and as such supervisors who have taken the original course will not be required to enroll in MP$_2$. Since MP$_2$ is an LDI course, there is no charge to participate.

MANAGING PERFORMANCE$_2$

January 27-28, 2005   8:30–4:00 each day
Audience: Supervisors
Course Number: 2039-0003
Register By: 1/7/05   Cancellation Deadline: 1/18/05
Selection Verification Date: 1/12/05   Cost: $0.00

MANAGING PERFORMANCE$_2$

February 22-23, 2005   8:30–4:00 each day
Audience: Supervisors
Course Number: 2039-0011
Register By: 2/5/05   Cancellation Deadline: 2/14/05
Selection Verification Date: 2/8/05   Cost: $0.00

MANAGING PERFORMANCE$_2$

March 22-23, 2005   8:30–4:00 each day
Audience: Supervisors
Course Number: 2039-0010
Register By: 3/5/05   Cancellation Deadline: 3/14/05
Selection Verification Date: 3/8/05   Cost: $0.00

MANAGING PERFORMANCE$_2$

April 19-20, 2005   8:30–4:00 each day
Audience: Supervisors
Course Number: 2039-0004
Register By: 4/2/05   Cancellation Deadline: 4/11/05
Selection Verification Date: 4/5/05   Cost: $0.00

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

January 12-13, 2005   12th (8:30–4:00) 13th (8:30–11:30)
Audience: Managers
Course Number: 3068–0377
Register By: 12/23/04   Cancellation Deadline: 1/4/05
Selection Verification Date: 12/29/04   Cost: $0.00

Organizational Policies & Practices for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative.

Managers attending this course will learn and understand:

- The role of managers, supervisors and employees and how each role is similar and different.
- How to manage responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of supervisors and employees.

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

February 1-2, 2005   1st (8:30–4:00) 2nd (8:30–11:30)
Audience: Managers
Course Number: 3068–0379
Register By: 1/15/05   Cancellation Deadline: 1/24/05
Selection Verification Date: 1/18/05   Cost: $0.00

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

March 1-2, 2005   1st (8:30–4:00) 2nd (8:30–11:30)
Audience: Managers
Course Number: 3068–0380
Register By: 2/12/05   Cancellation Deadline: 2/21/05
Selection Verification Date: 2/15/05   Cost: $0.00

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

April 5-6, 2005   5th (8:30–4:00) 6th (8:30–11:30)
Audience: Managers
Course Number: 3068–0381
Register By: 3/19/05   Cancellation Deadline: 3/28/05
Selection Verification Date: 3/22/05   Cost: $0.00

ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

February 8-9, 2005   8th (8:30–4:00) 9th (8:30–11:30)
Audience: Supervisors
Course Number: 2035–0758
Register By: 1/22/05   Cancellation Deadline: 1/31/05
Selection Verification Date: 1/25/05   Cost: $0.00

Organizational Policies & Practices for Supervisors supports the Leadership Development Initiative and introduces:

- The fundamental change in their job role that occurs as a new supervisor.
- Supervisory responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of employees.

ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

March 8-9, 2005   8th (8:30–4:00) 9th (8:30–11:30)
Audience: Supervisors
Course Number: 2035–0759
Register By: 2/19/05   Cancellation Deadline: 2/28/05
Selection Verification Date: 2/22/05   Cost: $0.00

ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

April 12-13, 2005   12th (8:30–4:00) 13th (8:30–11:30)
Audience: Supervisors
Course Number: 2035–0760
Register By: 3/26/05   Cancellation Deadline: 4/4/05
Selection Verification Date: 3/29/05   Cost: $0.00

PLAIN LANGUAGE WRITING

March 16, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4123–0063
Register By: 2/24/05   Cancellation Deadline: 3/8/05
Selection Verification Date: 3/2/05   Cost: $130.00
The traditional way of writing government documents often means the reader can't understand the intended message. This can lead to customer dissatisfaction and even more serious negative consequences to the agency and to our customers. Studies show that clearly written regulations, official letters, and memos improve compliance and decrease litigation, complaints, etc. Writing that considers our reader's needs improves the relationship between government and the public it serves and our internal customers. Clear writing reduces this burden on the public. It also reduces our burden because we don't have to deal with the consequences of unclear communication. This course is designed to provide you with appropriate writing solutions.

PLAIN LANGUAGE WRITING

April 11, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4123–0064
Register By: 3/25/05   Cancellation Deadline: 4/5/05
Selection Verification Date: 3/28/05   Cost: $130.00

PREVENTING WORK PLACE VIOLENCE

March 1, 2005   8:30–12:30
Audience: Non-Supervisory
Course Number: 5033–0067
Register By: 2/12/05   Cancellation Deadline: 2/21/05
Selection Verification Date: 2/15/05   Cost: $50.00
Each employee will explore methods that will enable the identification and audit of current vulnerability levels of work–place violence factors in their specific work areas. Appropriate preventative actions will be identified that will assist in maintaining a safe workplace.

PROJECT MANAGEMENT

January 20-21, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 4127–0031
Register By: 1/3/05   Cancellation Deadline: 1/11/05
Selection Verification Date: 1/6/05   Cost: $272.00
Today, many professionals find themselves attempting to manage complex and difficult projects. Successful project managers have found it valuable to develop the skills to most effectively plan and carry out their projects. This course will assist in developing the competencies required to effectively manage a project team, establish clarity of project goals, specify required resources, execute the plan and evaluate the outcome.

Project Management provides participants with practical methodologies that result in the successful management of projects. It is a two-day course for all employees managing projects.

PROJECT MANAGEMENT

February 24-25, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 4127–0032
Register By: 2/7/05   Cancellation Deadline: 2/15/05
Selection Verification Date: 2/10/05   Cost: $272.00

PROJECT MANAGEMENT

April 21-22, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 4127–0033
Register By: 4/4/05   Cancellation Deadline: 4/12/05
Selection Verification Date: 4/7/05   Cost: $272.00

PROOFAMATICS

March 15-16, 2005   8:30–12:30 each day
Audience: Employees who write, type or keyboard
Course Number: 4015–0201
Register By: 2/26/05   Cancellation Deadline: 3/7/05
Selection Verification Date: 3/1/05   Cost: $215.00
Proofamatics strengthens proofreading skills in two ways. First, physically, by developing the eye's ability to locate specific elements in a text. Second, cognitively, by providing practice in language skills. Through video exercises and audio cassettes, participants learn to use their eyes more effectively. They are taught scanning techniques that improve their visual awareness of errors while reducing eye fatigue.

RESPECTFUL WORKPLACE - MANAGERS

January 10, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0011
Register By: 12/24/04   Cancellation Deadline: 1/4/05
Selection Verification Date: 1/2/05   Cost: $80.00
While all state employees are responsible for creating a respectful workplace, much of the challenge for implementing the state's new policy on Workplace Harassment will fall on managers and supervisors. What are harassing behaviors? What does a manager/supervisor do if they receive a complaint? How are complaints documented? What is retaliation? This course will provide the answers to these and many other questions managers and supervisors may have about Work-place Harassment.

RESPECTFUL WORKPLACE - MANAGERS

January 27, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0013
Register By: 1/10/05   Cancellation Deadline: 1/18/05
Selection Verification Date: 1/13/05   Cost: $80.00

RESPECTFUL WORKPLACE - MANAGERS

February 25, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0015
Register By: 2/7/05   Cancellation Deadline: 2/15/05
Selection Verification Date: 2/10/05   Cost: $80.00

RESPECTFUL WORKPLACE - MANAGERS

March 7, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0016
Register By: 2/18/05   Cancellation Deadline: 3/1/05
Selection Verification Date: 2/21/05   Cost: $80.00

RESPECTFUL WORKPLACE - MANAGERS

March 13, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0017
Register By: 3/24/05   Cancellation Deadline: 4/5/05
Selection Verification Date: 3/30/05   Cost: $80.00

RESPECTFUL WORKPLACE - STAFF

January 14, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0010
Register By: 12/28/04   Cancellation Deadline: 1/6/05
Selection Verification Date: 12/31/04   Cost: $55.00

The state has developed a new policy regarding all forms of workplace harassment in accordance with the Executive Order. This workshop will help employes understand what workplace harassment is, identify who is protected, and describe what an employee should do if he/she encounters harassing behavior in the workplace.

RESPECTFUL WORKPLACE - STAFF

January 24, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0011
Register By: 1/7/05   Cancellation Deadline: 1/18/05
Selection Verification Date: 1/10/05   Cost: $55.00

RESPECTFUL WORKPLACE - STAFF

February 4, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0012
Register By: 1/18/05   Cancellation Deadline: 1/27/05
Selection Verification Date: 1/21/05   Cost: $55.00

RESPECTFUL WORKPLACE - STAFF

March 14, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0013
Register By: 2/25/05   Cancellation Deadline: 3/8/05
Selection Verification Date: 2/28/05   Cost: $55.00

RESPECTFUL WORKPLACE - STAFF

April 18, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0014
Register By: 4/1/05   Cancellation Deadline: 4/12/05
Selection Verification Date: 4/4/05   Cost: $55.00

SPEAK UP ON TV

February 8, 2005   8:30–4:00
Audience: Employees who represent their
Agency and the State to the mass media
Course Number: 4034–0123
Register By: 1/22/05   Cancellation Deadline: 1/31/05
Selection Verification Date: 1/25/05   Cost: $200.00

This program offers a unique opportunity to communicate a positive image of State Government to the public by providing participants an opportunity to learn basic on–camera techniques, analyze interviews and practice short on-camera interviews.

SPEAK UP ON TV

April 6, 2005   8:30–4:00
Audience: Employees who represent their
Agency and the State to the mass media
Course Number: 4034–0124
Register By: 3/17/05   Cancellation Deadline: 3/29/05
Selection Verification Date: 3/3/05   Cost: $200.00

STRATEGIES FOR STRESS MANAGEMENT

January 11, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4037–0303
Register By: 12/25/04   Cancellation Deadline: 1/3/05
Selection Verification Date: 12/28/04   Cost: $77.00

Stress is a part of everyone's life. If we don't manage our individual stress levels, serious physical and emotional problems can occur. This program is designed to help employees understand stress, its causes, how people react to stress and ways to cope with stress.

STRATEGIES FOR STRESS MANAGEMENT

March 2, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4037–0305
Register By: 2/10/05   Cancellation Deadline: 2/22/05
Selection Verification Date: 2/16/05   Cost: $77.00

STRATEGIES FOR STRESS MANAGEMENT

April 1, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4037–0306
Register By: 3/15/05   Cancellation Deadline: 3/24/05
Selection Verification Date: 3/18/05   Cost: $77.00

TAKING TIME FOR MAKING TIME

February 17, 2005   8:30–12:30
Audience: Any Employee
Course Number: 4126–0046
Register By: 1/31/05   Cancellation Deadline: 2/8/05
Selection Verification Date: 2/3/05   Cost : $145.00

Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And then, of course, we feel guilty for missing the event and resolve to do better next time. Good time management skills can be learned.

Taking Time For Making Time is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees. **6**

TAKING TIME FOR MAKING TIME

March 21, 2005   8:30–12:30
Audience: Any Employee
Course Number: 4126–0047
Register By: 3/4/05   Cancellation Deadline: 3/15/05
Selection Verification Date: 3/7/05   Cost : $145.00

TAKING TIME FOR MAKING TIME

April 11, 2005   8:30–12:30
Audience: Any Employee
Course Number: 4126–0048
Register By: 3/25/05   Cancellation Deadline: 4/5/05
Selection Verification Date: 3/28/05   Cost : $145.00

The Untapped Resource: ADA & You

February 28, 2005   8:30–4:00
Audience: Those who make employment
                                        & training decisions
Course Number: 3068–0096
Register By: 2/11/05   Cancellation Deadline: 2/22/05
Selection Verification Date: 2/14/05   Cost: $110.00
 This program was designed with the goals of explaining the
legal aspects and structure of the Act along with its impact
on state government.   Another keen focus of the program
is how to conduct   interviews and make employment
decisions in accordance with the ADA.

TRAINING ANNOUNCEMENT

WEST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

JACKSON

3 T's OF COMMUNICATION–TOOLS, TECHNIQUES & TIPS

March 18, 2005   8:30–12:30
Audience: Any Employee
Course Number: 4128–0047
Register By: 3/1/05   Cancellation Deadline: 3/10/05
Selection Verification Date: 3/4/05   Cost: $85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that "sending" a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is "right"? Which is "best"? How will you know which to use and how best to use it?

The 3 T's of Communication is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

ADVANCED LIFESTYLE PLANNING

April 20, 2005   8:30–4:00
Audience: Vested Employees
Course Number: 4116–0159
Register By: 3/31/05   Cancellation Deadline: 4/12/05
Selection Verification Date: 4/6/05   Cost: $89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

BRIDGES

February 25, 2005   8:30–4:00
Audience: Managers
Course Number: 3059–0076
Register By: 2/7/05   Cancellation Deadline: 2/15/05
Selection Verification Date: 2/10/05   Cost: $90.00

This program is designed to increase awareness and sensitivity to cultural, racial, ethnic and gender differences, and facilitates the exploration and practice of skills for managing diversity.

CHOICES

March 14, 2005   8:30–4:00
Audience: Supervisory
Course Number: 2018–0308
Register By: 2/25/05   Cancellation Deadline: 3/8/05
Selection Verification Date: 2/28/05   Cost: $95.00

This course shows how an organization can reduce or eliminate EEO complaints and charges, increase manager sensitivity to subtle forms of discrimination, meet affirmative action and EEO guidelines, boost morale, maintain a better public image, and retain its best employees.

COACHING FOR MANAGERS

January 13-14, 2005   8:30–4:00 each day
Audience: Managers
Course Number: 3069–0329
Register By: 12/27/04   Cancellation Deadline: 1/4/05
Selection Verification Date: 12/30/04   Cost: $0.00

Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

COACHING FOR MANAGERS

February 1-2, 2005   8:30–4:00 each day
Audience: Managers
Course Number: 3069–0337
Register By: 1/15/05   Cancellation Deadline: 1/24/05
Selection Verification Date: 1/18/05   Cost: $0.00

CUSTOMER SERVICE: IN GOVERNMENT!

February 24, 2005	8:30–4:00
Audience:	Any Employee
Course Number:	1037-0012
Register By: 2/7/05	Cancellation Deadline: 2/15/05
Selection Verification Date: 2/10/05	Cost: $95.00

This workshop will provide helpful insights into working with customers in a government environment and to accomplish the following objectives:

➢ Identify job, service, and customer knowledge needed to perform their work.

➢ Recognize service issues from the customer's point of view & list the top seven "service killers."

➢ Identify factors that influence customer satisfaction and dissatisfaction.

➢ Discuss elements of appropriate communication used with a customer.

➢ Identify "moments of truth" in service of customers in the participant's business area and assess service areas needing improvement.

➢ Apply the "four steps of service" to exceed customer expectations.

DEALING WITH DIFFICULT PEOPLE

April 19, 2005	8:30–4:00
Audience:	Non-Supervisory
Course Number:	1023–0335
Register By: 4/2/05	Cancellation Deadline: 4/11/05
Selection Verification Date: 4/5/05	Cost: $89.00

Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

DIVERSITY: THE WINNING BALANCE

March 24, 2005	8:30–4:00
Audience:	Any Employee
Course Number:	5001–0188
Register By: 3/7/05	Cancellation Deadline: 3/15/05
Selection Verification Date: 3/10/05	Cost: $85.00

This course will help all employees explore their personal attitudes towards differences, and how these attitudes affect their interaction with others. Five dramatic segments explore the topic of diversity–on a very personal level.

EFFECTIVE TRAINING TECHNIQUES

January 25, 2005	8:30–4:00
Audience:	Anyone who trains in a formal setting
Course Number:	4110–0096
Register By: 1/8/05	Cancellation Deadline: 1/17/05
Selection Verification Date: 1/11/05	Cost: $95.00

A trainer has a most challenging and rewarding job. The rewards come when your help and guidance enables a learner to do something better. The challenge lies in making it happen! Of course, a trainer cannot make someone learn. Successful training requires more than just standing in front of the group and telling them what they should know. This workshop will provide the knowledge and skills required to facilitate learning in a classroom environment.

EFFECTIVE TRAINING TECHNIQUES

February 23, 2005	8:30–4:00
Audience:	Anyone who trains in a formal setting
Course Number:	4110–0105
Register By: 2/3/05	Cancellation Deadline: 2/15/05
Selection Verification Date: 2/9/05	Cost: $95.00

INTERVIEWING TECHNIQUES

February 3-4, 2005	8:30–4:00 each day
Audience:	Supervisory
Course Number:	3027–0177
Register By: 1/14/05	Cancellation Deadline: 1/25/05
Selection Verification Date: 1/20/05	Cost: $150.00

One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

MANAGING PERFORMANCE$_2$

March 29-30, 2005	8:30–4:00 each day
Audience:	Supervisors
Course Number:	2039-0009
Register By: 3/12/05	Cancellation Deadline: 3/21/05
Selection Verification Date: 3/15/05	Cost: $0.00

Managing Performance$_2$ is a two-day workshop that will provide supervisors and managers with the knowledge and skills necessary to effectively manage the performance of the employees who report to them. At the end of the workshop participants will be able to:

▪ Define performance.

▪ Identify the reasons why performance is important.

▪ Review the basic principles of motivation.

▪ Recognize the leader's role in fostering a positive work environment.

▪ Recognize the different opportunities for improving employee performance.

▪ Identify the steps for performance counseling.

▪ Use the performance counseling worksheet to prepare for and conduct a performance counseling discussion.

▪ Learn the basic principles for providing effective feedback.

▪ Identify ways to reinforce effective performance.

▪ Develop an action plan to apply the knowledge and skills learned.

Managing Performance$_2$ (MP$_2$) replaces Managing Performance in the LDI Phase I. Its content is designed to parallel that of Managing Performance, and as such supervisors who have taken the original course will not be required to enroll in MP$_2$. Since MP$_2$ is an LDI course, there is no charge to participate.

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

February 17-18, 2005	17th (8:30–4:00) 18th (8:30–11:30)
Audience:	Managers
Course Number:	3068–0386
Register By: 1/31/05	Cancellation Deadline: 2/8/05
Selection Verification Date: 2/3/05	Cost: $0.00

Organizational Policies & Practices for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative.

Managers attending this course will learn and understand:

• The role of managers, supervisors and employees and how each role is similar and different.

• How to manage responsibility under applicable Federal, State and local laws and policies.

• The organization and key provisions of the Department of Personnel Rules.

• A systematic approach to managing the performance of supervisors and employees.

ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

April 14-15, 2005   14th (8:30–4:00) 15th (8:30–11:30)
Audience: Supervisors
Course Number: 2035–0765
Register By: 3/28/05   Cancellation Deadline: 4/5/05
Selection Verification Date: 3/31/05   Cost: $0.00

Organizational Policies & Practices for Supervisors supports the Leadership Development Initiative and introduces:

- The fundamental change in their job role that occurs as a new supervisor.
- Supervisory responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of employees.

PLAIN LANGUAGE WRITING

March 17, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4123–0068
Register By: 2/28/05   Cancellation Deadline: 3/8/05
Selection Verification Date: 3/3/05   Cost: $130.00

The traditional way of writing government documents often means the reader can't understand the intended message. This can lead to customer dissatisfaction and even more serious negative consequences to the agency and to our customers. Studies show that clearly written regulations, official letters, and memos improve compliance and decrease litigation, complaints, etc. Writing that considers our reader's needs improves the relationship between government and the public it serves and our internal customers. Clear writing reduces this burden on the public. It also reduces our burden because we don't have to deal with the consequences of unclear communication. This course is designed to provide you with appropriate writing solutions.

PROJECT MANAGEMENT

February 15-16, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 4127–0037
Register By: 1/29/05   Cancellation Deadline: 2/7/05
Selection Verification Date: 2/1/05   Cost: $272.00

Today, many professionals find themselves attempting to manage complex and difficult projects. Successful project managers have found it valuable to develop the skills to most effectively plan and carry out their projects. This course will assist in developing the competencies required to effectively manage a project team, establish clarity of project goals, specify required resources, execute the plan and evaluate the outcome.

Project Management provides participants with practical methodologies that result in the successful management of projects. It is a two-day course for all employees managing projects.

RESPECTFUL WORKPLACE - MANAGERS

February 28, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0023
Register By: 2/11/05   Cancellation Deadline: 2/22/05
Selection Verification Date: 2/14/05   Cost: $80.00

While all state employees are responsible for creating a respectful workplace, much of the challenge for implementing the state's new policy on Workplace Harassment will fall on managers and supervisors. What are harassing behaviors? What does a manager/supervisor do if they receive a complaint? How are complaints documented? What is retaliation? This course will provide the answers to these and many other questions managers and supervisors may have about Workplace Harassment.

RESPECTFUL WORKPLACE - MANAGERS

March 28, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0024
Register By: 3/11/05   Cancellation Deadline: 3/22/05
Selection Verification Date: 3/14/05   Cost: $80.00

RESPECTFUL WORKPLACE - STAFF

January 11, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0009
Register By: 12/25/04   Cancellation Deadline: 1/3/05
Selection Verification Date: 12/28/04   Cost: $55.00

The state has developed a new policy regarding all forms of workplace harassment in accordance with the Executive Order. This workshop will help employes understand what workplace harassment is, identify who is protected, and describe what an employee should do if he/she encounters harassing behavior in the workplace.

TAKING TIME FOR MAKING TIME

February 22, 2005   8:30–12:30
Audience: Any Employee
Course Number: 4126–0053
Register By: 2/5/05   Cancellation Deadline: 2/14/05
Selection Verification Date: 2/8/05   Cost : $145.00

Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And then, of course, we feel guilty for missing the event and resolve to do better next time. Good time management skills can be learned.

Introduction to Time Management is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.

TRAINING ANNOUNCEMENT

WEST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

MEMPHIS

3 T's OF COMMUNICATION–TOOLS, TECHNIQUES & TIPS

February 25, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4128–0046
Register By: 2/7/05	Cancellation Deadline: 2/15/05
Selection Verification Date: 2/10/05	Cost: $85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that "sending" a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is "right"? Which is "best"? How will you know which to use and how best to use it?

The 3 T's of Communication is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

ADVANCED LIFESTYLE PLANNING

March 31, 2005	8:30–4:00
Audience:	Vested Employees
Course Number:	4116–0158
Register By: 3/14/05	Cancellation Deadline: 3/22/05
Selection Verification Date: 3/17/05	Cost: $89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

BRIDGES

March 21, 2005	8:30–4:00
Audience:	Managers
Course Number:	3059–0075
Register By: 3/4/05	Cancellation Deadline: 3/15/05
Selection Verification Date: 3/7/05	Cost: $90.00

This program is designed to increase awareness and sensitivity to cultural, racial, ethnic and gender differences, and facilitates the exploration and practice of skills for managing diversity.

CHOICES

February 11, 2005	8:30–4:00
Audience:	Supervisory
Course Number:	2018–0307
Register By: 1/25/05	Cancellation Deadline: 2/3/05
Selection Verification Date: 1/28/05	Cost: $95.00

This course shows how an organization can reduce or eliminate EEO complaints and charges, increase manager sensitivity to subtle forms of discrimination, meet affirmative action and EEO guidelines, boost morale, maintain a better public image, and retain its best employees.

COACHING FOR MANAGERS

April 12-13, 2005	8:30–4:00 each day
Audience:	Managers
Course Number:	3069–0336
Register By: 3/26/05	Cancellation Deadline: 4/4/05
Selection Verification Date: 3/29/05	Cost: $0.00

Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

CUSTOMER SERVICE: IN GOVERNMENT!

March 24, 2005   8:30–4:00
Audience: Any Employee
Course Number: 1037-0011
Register By: 3/7/05   Cancellation Deadline: 3/15/05
Selection Verification Date: 3/10/05   Cost: $95.00

This workshop will provide helpful insights into working with customers in a government environment and to accomplish the following objectives:

➢ Identify job, service, and customer knowledge needed to per form their work.
➢ Recognize service issues from the customer's point of view & list the top seven "service killers."
➢ Identify factors that influence customer satisfaction and dissatisfaction.
➢ Discuss elements of appropriate communication used with a customer.
➢ Identify "moments of truth" in service of customers in the participant's business area and assess service areas needing improvement.
➢ Apply the "four steps of service" to exceed customer expectations.

DEALING WITH DIFFICULT PEOPLE

April 14, 2005   8:30–4:00
Audience: Non-Supervisory
Course Number: 1023–0334
Register By: 3/28/05   Cancellation Deadline: 4/5/05
Selection Verification Date: 3/31/05   Cost: $89.00

Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

DIVERSITY: THE WINNING BALANCE

February 4, 2005   8:30–4:00
Audience: Any Employee
Course Number: 5001–0187
Register By: 1/18/05   Cancellation Deadline: 1/27/05
Selection Verification Date: 1/21/05   Cost: $85.00

This course will help all employees explore their personal attitudes towards differences, and how these attitudes affect their interaction with others. Five dramatic segments explore the topic of diversity–on a very personal level.

EFFECTIVE TRAINING TECHNIQUES

April 21, 2005   8:30–4:00
Audience: Anyone who trains in a formal setting
Course Number: 4110–0104
Register By: 4/4/05   Cancellation Deadline: 4/12/05
Selection Verification Date: 4/7/05   Cost: $95.00

A trainer has a most challenging and rewarding job. The rewards come when your help and guidance enables a learner to do something better. The challenge lies in making it happen! Of course, a trainer cannot make someone learn. Successful training requires more than just standing in front of the group and telling them what they should know. This workshop will provide the knowledge and skills required to facilitate learning in a classroom environment.

INTERVIEWING TECHNIQUES

April 28-29, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 3027–0176
Register By: 4/11/05   Cancellation Deadline: 4/19/05
Selection Verification Date: 4/14/05   Cost: $150.00

One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

MAKING EFFECTIVE PRESENTATIONS

January 11-12, 2005   11th (8:30–12:30), 12th (8:30–4:00)
Audience: Anyone making formal presentations
Course Number: 4102–0122
Register By: 12/25/04   Cancellation Deadline: 1/3/05
Selection Verification Date: 12/28/04   Cost: $125.00

It is normal to be uncomfortable about speaking in front of a group of people. *Making Effective Presentations* provides ways to increase the ability to express ideas so that the speaker gains audience understanding and support. This course provides an opportunity to learn key steps and useful tips in preparing for and giving effective presentations.

MAKING EFFECTIVE PRESENTATIONS

March 7-8, 2005   7th (8:30–12:30), 8th (8:30–4:00)
Audience: Anyone making formal presentations
Course Number: 4102–0126
Register By: 2/18/05   Cancellation Deadline: 3/1/05
Selection Verification Date: 2/21/05   Cost: $125.00

MANAGING PERFORMANCE$_2$

February 15-16, 2005   8:30–4:00 each day
Audience: Supervisors
Course Number: 2039-0008
Register By: 1/29/05   Cancellation Deadline: 2/7/05
Selection Verification Date: 2/1/05   Cost: $0.00

Managing Performance$_2$ is a two-day workshop that will provide supervisors and managers with the knowledge and skills necessary to effectively manage the performance of the employees who report to them. At the end of the workshop participants will be able to:

▪ Define performance.
▪ Identify the reasons why performance is important.
▪ Review the basic principles of motivation.
▪ Recognize the leader's role in fostering a positive work environment.
▪ Recognize the different opportunities for improving employee performance.
▪ Identify the steps for performance counseling.
▪ Use the performance counseling worksheet to prepare for and conduct a performance counseling discussion.
▪ Learn the basic principles for providing effective feedback.
▪ Identify ways to reinforce effective performance.
▪ Develop an action plan to apply the knowledge and skills learned.

Managing Performance$_2$ (MP$_2$) replaces Managing Performance in the LDI Phase I. Its content is designed to parallel that of Managing Performance, and as such supervisors who have taken the original course will not be required to enroll in MP$_2$. Since MP$_2$ is an LDI course, there is no charge to participate.

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

January 27-28, 2005   27th (8:30–4:00) 28th (8:30–11:30)
Audience: Managers
Course Number: 3068–0378
Register By: 1/10/05   Cancellation Deadline: 1/18/05
Selection Verification Date: 1/13/05   Cost: $0.00

Organizational Policies & Practices for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative.
Managers attending this course will learn and understand:
- The role of managers, supervisors and employees and how each role is similar and different.
- How to manage responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of supervisors and employees.

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

March 10-11, 2005   10th (8:30–4:00) 11th (8:30–11:30)
Audience: Managers
Course Number: 3068–0385
Register By: 2/21/05   Cancellation Deadline: 3/1/05
Selection Verification Date: 2/24/05   Cost: $0.00

ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

February 3-4, 2005   3rd (8:30–4:00) 4th (8:30–11:30)
Audience: Supervisors
Course Number: 2035–0764
Register By: 1/14/05   Cancellation Deadline: 1/25/05
Selection Verification Date: 1/20/05   Cost: $0.00

Organizational Policies & Practices for Supervisors supports the Leadership Development Initiative and introduces:
- The fundamental change in their job role that occurs as a new supervisor.
- Supervisory responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of employees.

PLAIN LANGUAGE WRITING

February 14 2005   8:30–4:00
Audience: Any Employee
Course Number: 4123–0067
Register By: 1/28/05   Cancellation Deadline: 2/8/05
Selection Verification Date: 1/31/05   Cost: $130.00

The traditional way of writing government documents often means the reader can't understand the intended message. This can lead to customer dissatisfaction and even more serious negative consequences to the agency and to our customers. Studies show that clearly written regulations, official letters, and memos improve compliance and decrease litigation, complaints, etc. Writing that considers our reader's needs improves the relationship between government and the public it serves and our internal customers. Clear writing reduces this burden on the public. It also reduces our burden because we don't have to deal with the consequences of unclear communication. This course is designed to provide you with appropriate writing solutions.

PROJECT MANAGEMENT

March 1-2, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 4127–0036
Register By: 2/12/05   Cancellation Deadline: 2/21/05
Selection Verification Date: 2/15/05   Cost: $272.00

Today, many professionals find themselves attempting to manage complex and difficult projects. Successful project managers have found it valuable to develop the skills to most effectively plan and carry out their projects. This course will assist in developing the competencies required to effectively manage a project team, establish clarity of project goals, specify required resources, execute the plan and evaluate the outcome.

Project Management provides participants with practical methodologies that result in the successful management of projects. It is a two-day course for all employees managing projects.

RESPECTFUL WORKPLACE - MANAGERS

January 31, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0014
Register By: 1/14/05   Cancellation Deadline: 1/25/05
Selection Verification Date: 1/17/05   Cost: $80.00

While all state employees are responsible for creating a respectful workplace, much of the challenge for implementing the state's new policy on Workplace Harassment will fall on managers and supervisors. What are harassing behaviors? What does a manager/supervisor do if they receive a complaint? How are complaints documented? What is retaliation? This course will provide the answers to these and many other questions managers and supervisors may have about Workplace Harassment.

RESPECTFUL WORKPLACE - MANAGERS

February 7, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0022
Register By: 1/21/05   Cancellation Deadline: 2/1/05
Selection Verification Date: 1/24/05   Cost: $80.00

RESPECTFUL WORKPLACE - STAFF

March 9, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0019
Register By: 2/17/05   Cancellation Deadline: 3/1/05
Selection Verification Date: 2/23/05   Cost: $55.00

The state has developed a new policy regarding all forms of workplace harassment in accordance with the Executive Order. This workshop will help employes understand what workplace harassment is, identify who is protected, and describe what an employee should do if he/she encounters harassing behavior in the workplace.

RESPECTFUL WORKPLACE - STAFF

April 11, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0020
Register By: 3/25/05   Cancellation Deadline: 4/5/05
Selection Verification Date: 3/28/05   Cost: $55.00

TAKING TIME FOR MAKING TIME

March 30, 2005 — 8:30–12:30
Audience: Any Employee
Course Number: 4126–0052
Register By: 3/10/05   Cancellation Deadline: 3/22/05
Selection Verification Date: 3/16/05   Cost : $145.00

Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And then, of course, we feel guilty for missing the event and resolve to do better next time. Good time management skills can be learned.

Taking Time For Making Time is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.

The Untapped Resource: ADA & You

April 4, 2005 — 8:30–4:00
Audience: Those who make employment & training decisions
Course Number: 3067–0098
Register By: 3/18/05   Cancellation Deadline: 3/29/05
Selection Verification Date: 3/21/05   Cost: $110.00

This program was designed with the goals of explaining the legal aspects and structure of the Act along with its impact on state government. Another keen focus of the program is how to conduct interviews and make employment decisions in accordance with the ADA.

TRAINING ANNOUNCEMENT

EAST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

CHATTANOOGA

3 T's of COMMUNICATION–TOOLS, TECHNIQUES & TIPS

February 18, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4128–0042
Register By: 2/1/05	Cancellation Deadline: 2/10/05
Selection Verification Date: 2/4/05	Cost: $85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that "sending" a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is "right"? Which is "best"? How will you know which to use and how best to use it?

The 3 T's of Communication is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

3 T's of COMMUNICATION–TOOLS, TECHNIQUES & TIPS

April 1, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4128–0043
Register By: 3/15/05	Cancellation Deadline: 3/24/05
Selection Verification Date: 3/18/05	Cost: $85.00

ADVANCED LIFESTYLE PLANNING

January 26, 2005	8:30–4:00
Audience:	Vested Employees
Course Number:	4116–0149
Register By: 1/6/05	Cancellation Deadline: 1/18/05
Selection Verification Date: 1/12/05	Cost: $89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

ADVANCED LIFESTYLE PLANNING

March 10, 2005	8:30–4:00
Audience:	Vested Employees
Course Number:	4116–0155
Register By: 2/21/05	Cancellation Deadline: 3/1/05
Selection Verification Date: 2/24/05	Cost: $89.00

CHOICES

January 18, 2005	8:30–4:00
Audience:	Supervisory
Course Number:	2018–0301
Register By: 1/1/05	Cancellation Deadline: 1/10/05
Selection Verification Date: 1/4/05	Cost: $95.00

This course shows how an organization can reduce or eliminate EEO complaints and charges, increase manager sensitivity to subtle forms of discrimination, meet affirmative action and EEO guidelines, boost morale, maintain a better public image, and retain its best employees.

CHOICES

February 3, 2005	8:30–4:00
Audience:	Supervisory
Course Number:	2018–0304
Register By: 1/14/05	Cancellation Deadline: 1/25/05
Selection Verification Date: 1/20/05	Cost: $95.00

COACHING FOR MANAGERS

April 25-26, 2005	8:30–4:00 each day
Audience:	Managers
Course Number:	3069–0334
Register By: 4/8/05	Cancellation Deadline: 4/19/05
Selection Verification Date: 4/11/05	Cost: $0.00

Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

CUSTOMER SERVICE: IN GOVERNMENT!

February 17, 2005   8:30–4:00
Audience: Any Employee
Course Number: 1037-0008
Register By: 1/31/05   Cancellation Deadline: 2/8/05
Selection Verification Date: 2/3/05   Cost: $95.00

This workshop will provide helpful insights into working with customers in a government environment and to accomplish the following objectives:

➢ Identify job, service, and customer knowledge needed to perform their work.
➢ Recognize service issues from the customer's point of view & list the top seven "service killers."
➢ Identify factors that influence customer satisfaction and dissatisfaction.
➢ Discuss elements of appropriate communication used with a customer.
➢ Identify "moments of truth" in service of customers in the participant's business area and assess service areas needing improvement.
➢ Apply the "four steps of service" to exceed customer expectations.

DEALING WITH DIFFICULT PEOPLE

January 28, 2005   8:30–4:00
Audience: Non-Supervisory
Course Number: 1023–0327
Register By: 1/11/05   Cancellation Deadline: 1/20/05
Selection Verification Date: 1/14/05   Cost: $89.00

Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

DEALING WITH DIFFICULT PEOPLE

March 29, 2005   8:30–4:00
Audience: Non-Supervisory
Course Number: 1023–0331
Register By: 3/12/05   Cancellation Deadline: 3/21/05
Selection Verification Date: 3/15/05   Cost: $89.00

DIVERSITY: THE WINNING BALANCE

February 24, 2005   8:30–4:00
Audience: Any Employee
Course Number: 5001–0184
Register By: 2/7/05   Cancellation Deadline: 2/15/05
Selection Verification Date: 2/10/05   Cost: $85.00

This course will help all employees explore their personal attitudes towards differences, and how these attitudes affect their interaction with others. Five dramatic segments explore the topic of diversity–on a very personal level.

EFFECTIVE TRAINING TECHNIQUES

January 12, 2005   8:30–4:00
Audience: Anyone who trains in a formal setting
Course Number: 4110–0098
Register By: 12/23/04   Cancellation Deadline: 1/4/05
Selection Verification Date: 12/29/04   Cost: $95.00

A trainer has a most challenging and rewarding job. The rewards come when your help and guidance enables a learner to do something better. The challenge lies in making it happen! Of course, a trainer cannot make someone learn. Successful training requires more than just standing in front of the group and telling them what they should know. This workshop will provide the knowledge and skills required to facilitate learning in a classroom environment.

EFFECTIVE TRAINING TECHNIQUES

April 22, 2005   8:30–4:00
Audience: Anyone who trains in a formal setting
Course Number: 4110–0101
Register By: 4/5/05   Cancellation Deadline: 4/14/05
Selection Verification Date: 4/8/05   Cost: $95.00

INTERVIEWING TECHNIQUES

February 17-18, 2004   8:30–4:00 each day
Audience: Supervisory
Course Number: 3027–0173
Register By: 1/31/05   Cancellation Deadline: 2/8/05
Selection Verification Date: 2/3/05   Cost: $150.00

One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

MANAGING PERFORMANCE$_2$

March 15-16, 2005   8:30–4:00 each day
Audience: Supervisors
Course Number: 2039-0005
Register By: 2/26/05   Cancellation Deadline: 3/7/05
Selection Verification Date: 3/1/05   Cost: $0.00

Managing Performance$_2$ is a two-day workshop that will provide supervisors and managers with the knowledge and skills necessary to effectively manage the performance of the employees who report to them. At the end of the workshop participants will be able to:

▪ Define performance.
▪ Identify the reasons why performance is important.
▪ Review the basic principles of motivation.
▪ Recognize the leader's role in fostering a positive work environment.
▪ Recognize the different opportunities for improving employee performance.
▪ Identify the steps for performance counseling.
▪ Use the performance counseling worksheet to prepare for and conduct a performance counseling discussion.
▪ Learn the basic principles for providing effective feedback.
▪ Identify ways to reinforce effective performance.
▪ Develop an action plan to apply the knowledge and skills learned.

Managing Performance$_2$ (MP$_2$) replaces Managing Performance in the LDI Phase I. Its content is designed to parallel that of Managing Performance, and as such supervisors who have taken the original course will not be required to enroll in MP$_2$. Since MP$_2$ is an LDI course, there is no charge to participate.

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

February 10-11, 2005   10th (8:30–4:00) 11th (8:30–11:30)
Audience: Managers
Course Number: 3068–0382
Register By: 1/24/05   Cancellation Deadline: 2/1/05
Selection Verification Date: 1/27/05   Cost: $0.00

Organizational Policies & Practices for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative.

Managers attending this course will learn and understand:

* The role of managers, supervisors and employees and how each role is similar and different.
* How to manage responsibility under applicable Federal, State and local laws and policies.
* The organization and key provisions of the Department of Personnel Rules.
* A systematic approach to managing the performance of supervisors and employees.

ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

March 3/4, 2005   3rd (8:30–4:00) 4th (8:30–11:30)
Audience: Supervisors
Course Number: 2035–0761
Register By: 2/14/05   Cancellation Deadline: 2/22/05
Selection Verification Date: 2/17/05   Cost: $0.00

Organizational Policies & Practices for Supervisors supports the Leadership Development Initiative and introduces:

* The fundamental change in their job role that occurs as a new supervisor.
* Supervisory responsibility under applicable Federal, State and local laws and policies.
* The organization and key provisions of the Department of Personnel Rules.
* A systematic approach to managing the performance of employees.

PLAIN LANGUAGE WRITING

April 27, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4123–0065
Register By: 4/7/05   Cancellation Deadline: 4/19/05
Selection Verification Date: 4/13/05   Cost: $130.00

The traditional way of writing government documents often means the reader can't understand the intended message. This can lead to customer dissatisfaction and even more serious negative consequences to the agency and to our customers. Studies show that clearly written regulations, official letters, and memos improve compliance and decrease litigation, complaints, etc. Writing that considers our reader's needs improves the relationship between government and the public it serves and our internal customers. Clear writing reduces this burden on the public. It also reduces our burden because we don't have to deal with the consequences of unclear communication. This course is designed to provide you with appropriate writing solutions.

PROJECT MANAGEMENT

March 17-18, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 4127–0034
Register By: 2/28/05   Cancellation Deadline: 3/8/05
Selection Verification Date: 3/3/05   Cost: $272.00

Today, many professionals find themselves attempting to manage complex and difficult projects. Successful project managers have found it valuable to develop the skills to most effectively plan and carry out their projects. This course will assist in developing the competencies required to effectively manage a project team, establish clarity of project goals, specify required resources, execute the plan and evaluate the outcome.

Project Management provides participants with practical methodologies that result in the successful management of projects. It is a two-day course for all employees managing projects.

RESPECTFUL WORKPLACE - MANAGERS

February 9, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0018
Register By: 1/20/05   Cancellation Deadline: 2/1/05
Selection Verification Date: 1/26/05   Cost: $80.00

While all state employees are responsible for creating a respectful workplace, much of the challenge for implementing the state's new policy on Workplace Harassment will fall on managers and supervisors. What are harassing behaviors? What does a manager/supervisor do if they receive a complaint? How are complaints documented? What is retaliation? This course will provide the answers to these and many other questions managers and supervisors may have about Workplace Harassment.

RESPECTFUL WORKPLACE - MANAGERS

April 4, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0019
Register By: 3/18/05   Cancellation Deadline: 3/29/05
Selection Verification Date: 3/21/05   Cost: $80.00

RESPECTFUL WORKPLACE - STAFF

March 2, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0015
Register By: 2/10/05   Cancellation Deadline: 2/22/05
Selection Verification Date: 2/16/05   Cost: $55.00

The state has developed a new policy regarding all forms of workplace harassment in accordance with the Executive Order. This workshop will help employes understand what workplace harassment is, identify who is protected, and describe what an employee should do if he/she encounters harassing behavior in the workplace.

STRATEGIES FOR STRESS MANAGEMENT

March 11, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4037–0307
Register By: 2/22/05   Cancellation Deadline: 3/3/05
Selection Verification Date: 2/25/05   Cost: $77.00

Stress is a part of everyone's life. If we don't manage our individual stress levels, serious physical and emotional problems can occur. This program is designed to help employees understand stress, its causes, how people react to stress and ways to cope with stress.

TAKING TIME FOR MAKING TIME

April 28, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4126–0049
Register By: 4/11/05	Cancellation Deadline: 4/19/05
Selection Verification Date: 4/14/05	Cost : $145.00

Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And then, of course, we feel guilty for missing the event and resolve to do better next time. Good time management skills can be learned.

Taking Time For Making Time is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.

TRAINING ANNOUNCEMENT

EAST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

JOHNSON CITY

3 T'S OF COMMUNICATION–TOOLS, TECHNIQUES & TIPS

April 8, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4128–0045
Register By: 3/22/05	Cancellation Deadline: 3/31/05
Selection Verification Date: 3/25/05	Cost: $85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that "sending" a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is "right"? Which is "best"? How will you know which to use and how best to use it?

The 3 T's of Communication is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

ADVANCED LIFESTYLE PLANNING

March 22, 2005	8:30–4:00
Audience:	Vested Employees
Course Number:	4116–0157
Register By: 3/5/05	Cancellation Deadline: 3/14/05
Selection Verification Date: 3/8/05	Cost: $89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

CHOICES

April 26, 2005	8:30–4:00
Audience:	Supervisory
Course Number:	2018–0306
Register By: 4/9/05	Cancellation Deadline: 4/18/05
Selection Verification Date: 4/12/05	Cost: $95.00

This course shows how an organization can reduce or eliminate EEO complaints and charges, increase manager sensitivity to subtle forms of discrimination, meet affirmative action and EEO guidelines, boost morale, maintain a better public image, and retain its best employees.

COACHING FOR MANAGERS

January 19–20, 2005	8:30–4:00 each day
Audience:	Managers
Course Number:	3069–0330
Register By: 12/30/04	Cancellation Deadline: 1/11/05
Selection Verification Date: 1/5/05	Cost: $0.00

Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

CUSTOMER SERVICE: IN GOVERNMENT!

April 7, 2005	8:30–4:00
Audience:	Any Employee
Course Number:	1037-0010
Register By: 3/21/05	Cancellation Deadline: 3/29/05
Selection Verification Date: 3/24/05	Cost: $95.00

This workshop will provide helpful insights into working with customers in a government environment and to accomplish the following objectives:

➢ Identify job, service, and customer knowledge needed to perform their work.
➢ Recognize service issues from the customer's point of view & list the top seven "service killers."
➢ Identify factors that influence customer satisfaction and dissatisfaction.
➢ Discuss elements of appropriate communication used with a customer.
➢ Identify "moments of truth" in service of customers in the participant's business area and assess service areas needing improvement.
➢ Apply the "four steps of service" to exceed customer expectations.

DEALING WITH DIFFICULT PEOPLE

February 23, 2005   8:30–4:00
Audience: Non-Supervisory
Course Number: 1023–0333
Register By: 2/3/05   Cancellation Deadline: 2/15/05
Selection Verification Date: 2/9/05   Cost: $89.00
Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

DIVERSITY: THE WINNING BALANCE

April 21, 2005   8:30–4:00
Audience: Any Employee
Course Number: 5001–0186
Register By: 4/4/05   Cancellation Deadline: 4/12/05
Selection Verification Date: 4/7/05   Cost: $85.00
This course will help all employees explore their personal attitudes towards differences, and how these attitudes affect their interaction with others. Five dramatic segments explore the topic of diversity–on a very personal level.

EFFECTIVE TRAINING TECHNIQUES

March 1, 2005   8:30–4:00
Audience: Anyone who trains in a formal setting
Course Number: 4110–0103
Register By: 2/12/05   Cancellation Deadline: 2/21/05
Selection Verification Date: 2/15/05   Cost: $95.00
A trainer has a most challenging and rewarding job. The rewards come when your help and guidance enables a learner to do something better. The challenge lies in making it happen! Of course, a trainer cannot make someone learn. Successful training requires more than just standing in front of the group and telling them what they should know. This workshop will provide the knowledge and skills required to facilitate learning in a classroom environment.

INTERVIEWING TECHNIQUES

January 11-12, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 3027–0169
Register By: 12/25/04   Cancellation Deadline: 1/3/05
Selection Verification Date: 12/28/04   Cost: $150.00
One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

INTERVIEWING TECHNIQUES

April 21-22, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 3027–0175
Register By: 4/4/05   Cancellation Deadline: 4/12/05
Selection Verification Date: 4/7/05   Cost: $150.00

MANAGING PERFORMANCE$_2$

April 5-6, 2005   8:30–4:00 each day
Audience: Supervisors
Course Number: 2039-0007
Register By: 3/19/05   Cancellation Deadline: 3/28/05
Selection Verification Date: 3/22/05   Cost: $0.00
Managing Performance$_2$ is a two-day workshop that will provide supervisors and managers with the knowledge and skills necessary to effectively manage the performance of the employees who report to them. At the end of the workshop participants will be able to:

- Define performance.
- Identify the reasons why performance is important.
- Review the basic principles of motivation.
- Recognize the leader's role in fostering a positive work environment.
- Recognize the different opportunities for improving employee performance.
- Identify the steps for performance counseling.
- Use the performance counseling worksheet to prepare for and conduct a performance counseling discussion.
- Learn the basic principles for providing effective feedback.
- Identify ways to reinforce effective performance.
- Develop an action plan to apply the knowledge and skills learned.

Managing Performance$_2$ (MP$_2$) replaces Managing Performance in the LDI Phase I. Its content is designed to parallel that of Managing Performance, and as such supervisors who have taken the original course will not be required to enroll in MP$_2$. Since MP$_2$ is an LDI course, there is no charge to participate.

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

February 24-25, 2005   24th (8:30–4:00) 25th (8:30–11:30)
Audience: Managers
Course Number: 3068–0384
Register By: 2/7/05   Cancellation Deadline: 2/15/05
Selection Verification Date: 2/10/05   Cost: $0.00
Organizational Policies & Practices for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative.
Managers attending this course will learn and understand:

- The role of managers, supervisors and employees and how each role is similar and different.
- How to manage responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of supervisors and employees.

ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

April 28-29, 2005   28th (8:30–4:00) 29th (8:30–11:30)
Audience: Supervisors
Course Number: 2035–0763
Register By: 4/11/05   Cancellation Deadline: 4/19/05
Selection Verification Date: 4/14/05   Cost: $0.00
Organizational Policies & Practices for Supervisors supports the Leadership Development Initiative and introduces:

- The fundamental change in their job role that occurs as a new supervisor.
- Supervisory responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of employees.

RESPECTFUL WORKPLACE - MANAGERS

March 21, 2005   8:30–4:00

Audience: Supervisors/Managers

Course Number: 3077-0021

Register By: 3/4/05   Cancellation Deadline: 3/15/05

Selection Verification Date: 3/7/05   Cost: $80.00

While all state employees are responsible for creating a respectful workplace, much of the challenge for implementing the state's new policy on Workplace Harassment will fall on managers and supervisors. What are harassing behaviors? What does a manager/supervisor do if they receive a complaint? How are complaints documented? What is retaliation? This course will provide the answers to these and many other questions managers and supervisors may have about Workplace Harassment.

RESPECTFUL WORKPLACE - STAFF

February 28, 2005   8:30–12:30

Audience: Non Supervisory

Course Number: 5044-0018

Register By: 2/11/05   Cancellation Deadline: 2/22/05

Selection Verification Date: 2/14/05   Cost: $55.00

The state has developed a new policy regarding all forms of workplace harassment in accordance with the Executive Order. This workshop will help employes understand what workplace harassment is, identify who is protected, and describe what an employee should do if he/she encounters harassing behavior in the workplace.

TAKING TIME FOR MAKING TIME

February 9, 2005   8:30–12:30

Audience: Any Employee

Course Number: 4126–0051

Register By: 1/20/05   Cancellation Deadline: 2/1/05

Selection Verification Date: 1/26/05   Cost : $145.00

Organizing, prioritizing, and managing time: these things seem to come naturally to some people. For most of us though, it's not so easy. The demands of work, family and so much else make it easy for something to "fall through the cracks." And, then, of course, we feel guilty for missing the event   and resolve to do better next time. But good time management skills can be learned.

Taking Time For Making Time is a fast paced, highly interactive program that provides the basics to manage time and priorities, define and describe your personal and organizational values, write measurable and achievable goals and tasks. Participants will learn to apply specific techniques to avoid procrastination, minimize interruptions such as phone calls, manage information such as mail and e-mail and maximize personal productivity. This four hour course is for all employees.

The Untapped Resource: ADA & You

April 25, 2005   8:30–4:00

Audience: Those who make employment   & training decisions

Course Number: 3067–0097

Register By: 4/8/05   Cancellation Deadline: 4/19/05

Selection Verification Date: 4/11/05   Cost: $110.00

 This program was designed with the goals of explaining the legal aspects and structure of the Act along with its impact on state government.   Another keen focus of the program is how to conduct interviews and make employment decisions in accordance with the ADA.

TRAINING ANNOUNCEMENT

EAST TENNESSEE

TN DEPARTMENT OF

PERSONNEL

EMPLOYEE DEVELOPMENT

& EEO

505 DEADERICK STREET

SUITE 100

JAMES K. POLK BUILDING

NASHVILLE, TN 37243

615.741.3673

KNOXVILLE

3 T's OF COMMUNICATION–TOOLS, TECHNIQUES & TIPS

March 24, 2005	8:30–12:30
Audience:	Any Employee
Course Number:	4128–0044
Register By: 3/7/05	Cancellation Deadline: 3/15/05
Selection Verification Date: 3/10/05	Cost: $85.00

The workplace is moving at a faster pace than ever before. It was not that long ago that "sending" a document meant putting a paper document in an envelope and mailing it. You would be glad for it to be received within a week. Now we expect to send a document anywhere in the world and have it received in a matter of minutes, if not seconds. The communication options that we have today are so numerous! Which is "right"? Which is "best"? How will you know which to use and how best to use it?

The 3 T's of Communication is highly specific to State Government's communication environment. This office efficiency course will provide tools, techniques and tips to resolve communication problems facing most office staff today. By using available technology, participants will learn to improve their overall effectiveness and efficiency.

ADVANCED LIFESTYLE PLANNING

February 8, 2005	8:30–4:00
Audience:	Vested Employees
Course Number:	4116–0156
Register By: 1/22/05	Cancellation Deadline: 1/31/05
Selection Verification Date: 1/25/05	Cost: $89.00

This program is designed for employees vested with the state who are 15 years or less from retirement. This course will provide the knowledge needed to focus on health & financial goals and to construct a personalized action plan to continue the process of achieving these goals. Participants will obtain information needed to make preparations or adjust existing plans for financial well-being now instead of waiting until retirement, with information on State Retirement, Insurance options and Social Security.

BRIDGES

April 22, 2005	8:30–4:00
Audience:	Managers
Course Number:	3059–0074
Register By: 4/5/05	Cancellation Deadline: 4/14/05
Selection Verification Date: 4/8/05	Cost: $90.00

This program is designed to increase awareness and sensitivity to cultural, racial, ethnic and gender differences, and facilitates the exploration and practice of skills for managing diversity.

CHOICES

March 11,2005	8:30–4:00
Audience:	Supervisory
Course Number:	2018–0305
Register By: 2/22/05	Cancellation Deadline: 3/3/05
Selection Verification Date: 2/25/05	Cost: $95.00

This course shows how an organization can reduce or eliminate EEO complaints and charges, increase manager sensitivity to subtle forms of discrimination, meet affirmative action and EEO guidelines, boost morale, maintain a better public image, and retain its best employees.

COACHING FOR MANAGERS

February 14-15 2005	8:30–4:00 each day
Audience:	Managers
Course Number:	3069–0335
Register By: 1/28/05	Cancellation Deadline: 2/8/05
Selection Verification Date: 1/31/05	Cost: $0.00

Coaching for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative. Participants of the Coaching for Managers course will:

- Define coaching and understand why it is critical to the success of their team, the organization, and themselves.
- Demonstrate interaction skills that help them achieve critical business objectives while satisfying people's personal needs.
- Discover the importance of focusing coaching discussions on the categories of information needed to complete any task.
- Identify coaching opportunities that occur most frequently in today's workplace, as well as their impact, and how to customize coaching to the needs of individual employees and situations.
- Practice effective feedback, active listening and questioning skills.
- Describe how follow-up coaching is a major component in sustaining improvement of performance and work habits.
- Demonstrate follow-up coaching skills to sustain improvement of performance and work habits.

CUSTOMER SERVICE: IN GOVERNMENT!

March 23, 2005	8:30–4:00
Audience:	Any Employee
Course Number:	1037-0009
Register By: 3/3/05	Cancellation Deadline: 3/15/05
Selection Verification Date: 3/9/05	Cost: $95.00

This workshop will provide helpful insights into working with customers in a government environment and to accomplish the following objectives:

- Identify job, service, and customer knowledge needed to perform their work.
- Recognize service issues from the customer's point of view & list the top seven "service killers."
- Identify factors that influence customer satisfaction and dissatisfaction.
- Discuss elements of appropriate communication used with a customer.

DEALING WITH DIFFICULT PEOPLE

April 26, 2005	8:30–4:00
Audience:	Non-Supervisory
Course Number:	1023–0332
Register By: 4/9/05	Cancellation Deadline: 4/18/05
Selection Verification Date: 4/12/05	Cost: $89.00

Conflict is something most of us prefer to avoid, but avoiding conflict is not the answer. This course provides a positive, even optimistic, approach to managing anger, emotional tension, and confrontation.

DIVERSITY: THE WINNING BALANCE

March 10, 2005	8:30–4:00
Audience:	Any Employee
Course Number:	5001–0185
Register By: 2/21/05	Cancellation Deadline: 3/1/05
Selection Verification Date: 2/24/05	Cost: $85.00

This course will help all employees explore their personal attitudes towards differences, and how these attitudes affect their interaction with others. Five dramatic segments explore the topic of diversity–on a very personal level.

EFFECTIVE TRAINING TECHNIQUES

February 7, 2005	8:30–4:00
Audience:	Anyone who trains in a formal setting
Course Number:	4110–0102
Register By: 1/21/05	Cancellation Deadline: 2/1/05
Selection Verification Date: 1/24/05	Cost: $95.00

A trainer has a most challenging and rewarding job. The rewards come when your help and guidance enables a learner to do something better. The challenge lies in making it happen! Of course, a trainer cannot make someone learn. Successful training requires more than just standing in front of the group and telling them what they should know. This workshop will provide the knowledge and skills required to facilitate learning in a classroom environment.

INTERVIEWING TECHNIQUES

March 3-4, 2005	8:30–4:00 each day
Audience:	Supervisory
Course Number:	3027–0174
Register By: 2/14/05	Cancellation Deadline: 2/22/05
Selection Verification Date: 2/17/05	Cost: $150.00

One of the most important functions in State government is staffing. Interviewing skills are a necessary prerequisite for conducting objective interviews in the staffing function. *Interviewing Techniques* and Selection provides a uniform, transferable, and systematic approach to interviewing. Through video modeling, short lectures, and skill practice, participants learn a systematic approach to planning, conducting and evaluating effective interviews. Equal Opportunity, Affirmative Action, and ADA laws are specifically addressed in the course.

MAKING EFFECTIVE PRESENTATIONS

April 12-13, 2005	12th (8:30–12:30), 13th (8:30–4:00)
Audience:	Anyone making formal presentations
Course Number:	4102–0125
Register By: 3/26/05	Cancellation Deadline: 4/4/05
Selection Verification Date: 3/29/05	Cost: $125.00

It is normal to be uncomfortable about speaking in front of a group of people. *Making Effective Presentations* provides ways to increase the ability to express ideas so that the speaker gains audience understanding and support. This course provides an opportunity to learn key steps and useful tips in preparing for and giving effective presentations.

MANAGING PERFORMANCE$_2$

February 22-23, 2005	8:30–4:00 each day
Audience:	Supervisors
Course Number:	2039-0006
Register By: 2/5/05	Cancellation Deadline: 2/14/05
Selection Verification Date: 2/8/05	Cost: $0.00

Managing Performance$_2$ is a two-day workshop that will provide supervisors and managers with the knowledge and skills necessary to effectively manage the performance of the employees who report to them. At the end of the workshop participants will be able to:
- Define performance.
- Identify the reasons why performance is important.
- Review the basic principles of motivation.
- Recognize the leader's role in fostering a positive work environment.
- Recognize the different opportunities for improving employee performance.
- Identify the steps for performance counseling.
- Use the performance counseling worksheet to prepare for and conduct a performance counseling discussion.
- Learn the basic principles for providing effective feedback.
- Identify ways to reinforce effective performance.
- Develop an action plan to apply the knowledge and skills learned.

Managing Performance$_2$ (MP$_2$) replaces Managing Performance in the LDI Phase I. Its content is designed to parallel that of Managing Performance, and as such supervisors who have taken the original course will not be required to enroll in MP$_2$. Since MP$_2$ is an LDI course, there is no charge to participate.

ORGANIZATIONAL POLICIES & PRACTICES FOR MANAGERS

March 17-18, 2005	17th (8:30–4:00) 18th (8:30–11:30)
Audience:	Managers
Course Number:	3068–0383
Register By: 2/28/05	Cancellation Deadline: 3/8/05
Selection Verification Date: 3/3/05	Cost: $0.00

Organizational Policies & Practices for Managers is one of the initial courses offered to managers as part of the Leadership Development Initiative.

Managers attending this course will learn and understand:
- The role of managers, supervisors and employees and how each role is similar and different.
- How to manage responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of supervisors and employees.

ORGANIZATIONAL POLICIES & PRACTICES FOR SUPERVISORS

April 7-8	7th (8:30–4:00) 8th (8:30–11:30)
Audience:	Supervisors
Course Number:	2035–0762
Register By: 3/21/05	Cancellation Deadline: 3/29/05
Selection Verification Date: 3/24/05	Cost: $0.00

Organizational Policies & Practices for Supervisors supports the Leadership Development Initiative and introduces:
- The fundamental change in their job role that occurs as a new supervisor.
- Supervisory responsibility under applicable Federal, State and local laws and policies.
- The organization and key provisions of the Department of Personnel Rules.
- A systematic approach to managing the performance of employees.

PLAIN LANGUAGE WRITING

March 14, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4123–0066
Register By: 2/25/05   Cancellation Deadline: 3/8/05
Selection Verification Date: 2/28/05   Cost: $130.00

The traditional way of writing government documents often means the reader can't understand the intended message. This can lead to customer dissatisfaction and even more serious negative consequences to the agency and to our customers. Studies show that clearly written regulations, official letters, and memos improve compliance and decrease litigation, complaints, etc. Writing that considers our reader's needs improves the relationship between government and the public it serves and our internal customers. Clear writing reduces this burden on the public. It also reduces our burden because we don't have to deal with the consequences of unclear communication. This course is designed to provide you with appropriate writing solutions.

PROJECT MANAGEMENT

April 14-15, 2005   8:30–4:00 each day
Audience: Supervisory
Course Number: 4127–0035
Register By: 3/28/05   Cancellation Deadline: 4/5/05
Selection Verification Date: 3/31/05   Cost: $272.00

Today, many professionals find themselves attempting to manage complex and difficult projects. Successful project managers have found it valuable to develop the skills to most effectively plan and carry out their projects. This course will assist in developing the competencies required to effectively manage a project team, establish clarity of project goals, specify required resources, execute the plan and evaluate the outcome.

Project Management provides participants with practical methodologies that result in the successful management of projects. It is a two-day course for all employees managing projects.

RESPECTFUL WORKPLACE - MANAGERS

January 14, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0012
Register By: 12/28/04   Cancellation Deadline: 1/6/05
Selection Verification Date: 12/31/04   Cost: $80.00

While all state employees are responsible for creating a respectful workplace, much of the challenge for implementing the state's new policy on Workplace Harassment will fall on managers and supervisors. What are harassing behaviors? What does a manager/supervisor do if they receive a complaint? How are complaints documented? What is retaliation? This course will provide the answers to these and many other questions managers and supervisors may have about Workplace Harassment.

RESPECTFUL WORKPLACE - MANAGERS

February 16, 2005   8:30–4:00
Audience: Supervisors/Managers
Course Number: 3077-0020
Register By: 1/27/05   Cancellation Deadline: 2/8/05
Selection Verification Date: 2/2/05   Cost: $80.00

RESPECTFUL WORKPLACE - STAFF

March 11, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0016
Register By: 2/22/05   Cancellation Deadline: 3/3/05
Selection Verification Date: 2/25/05   Cost: $55.00

The state has developed a new policy regarding all forms of workplace harassment in accordance with the Executive Order. This workshop will help employes understand what workplace harassment is, identify who is protected, and describe what an employee should do if he/she encounters harassing behavior in the workplace.

RESPECTFUL WORKPLACE - STAFF

April 27, 2005   8:30–12:30
Audience: Non Supervisory
Course Number: 5044-0017
Register By: 4/7/05   Cancellation Deadline: 4/19/05
Selection Verification Date: 4/13/05   Cost: $55.00

STRATEGIES FOR STRESS MANAGEMENT

April 4, 2005   8:30–4:00
Audience: Any Employee
Course Number: 4037–0308
Register By: 3/18/05   Cancellation Deadline: 3/29/05
Selection Verification Date: 3/21/05   Cost: $77.00

Stress is a part of everyone's life. If we don't manage our individual stress levels, serious physical and emotional problems can occur. This program is designed to help employees understand stress, its causes, how people react to stress and ways to cope with stress.

TAKING TIME FOR MAKING TIME

April 18, 2005   8:30–12:30
Audience: Any Employee
Course Number: 4126–0050
Register By: 4/1/05   Cancellation Deadline: 4/12/05
Selection Verification Date: 4/4/05   Cost : $145.00

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